

COMMUNITY FACILITIES ELEMENT

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CITY OF VISTA COMMUNITY FACILITIES ELEMENT

PREPARED FOR:

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ADOPTED BY:

CITY COUNCIL RESOLUTION 89-36 ON FEBRUARY 27, 1989

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PREFACE

The Community Facilities Element of the General Plan is a document that has evolved since April 28, 1987, when voters in the City of Vista passed Proposition A. The City Council generated this growth management measure and it required the preparation of a Community Facilities Element. This Element was intended to set Citywide public facility standards for development approval and set specific performance criteria for the completion of public facilities.

AUTHORITY

State planning law also authorizes the City to adopt a Community Facilities Element. Specifically, Section 65303 of the Government Code provides that a general plan may include any of the following elements:

- E. A public services and facilities element showing general plans for sewerage, refuse disposal, drainage, and local utilities; and rights-of-way, easements, and facilities for them.
- F. A public building element showing locations and arrangements of civic and community centers, public schools, libraries, police and fire stations, and other public buildings, including their architecture and landscape treatment of their grounds.
- K. Such additional elements dealing with other subjects which in the judgment of the planning agency relate to the physical development of the county or city.

A public facilities management element need not contain all the information suggested in the Government Code, but should be tailored to the needs of each City.

The Community Facilities Element will be carried out by ordinances and resolutions setting fees and establishing assessment districts. Its power as a set of policies is derived from the requirements that no subdivision or rezoning can be approved which is inconsistent with the general plan (Government Code, Section 66473.5 and 65860).

In addition, AB 1600 was recently enacted (Section 66000 of the State Government Code) which requires that developer fees that are collected to finance public facilities be properly accounted for and spent. The law requires that there be a relationship established by the local government between the amount of the fee and the need for the fee. It also requires that the fees be kept in separate interest bearing accounts and that they be spent for the purpose for which they were collected.



City of Vista

PART ONE

ORGANIZATIONAL STRUCTURE,
BACKGROUND, AND RELATIONSHIP

TO GENERAL PLAN ELEMENTS

SECTION I

ORGANIZATIONAL STRUCTURE

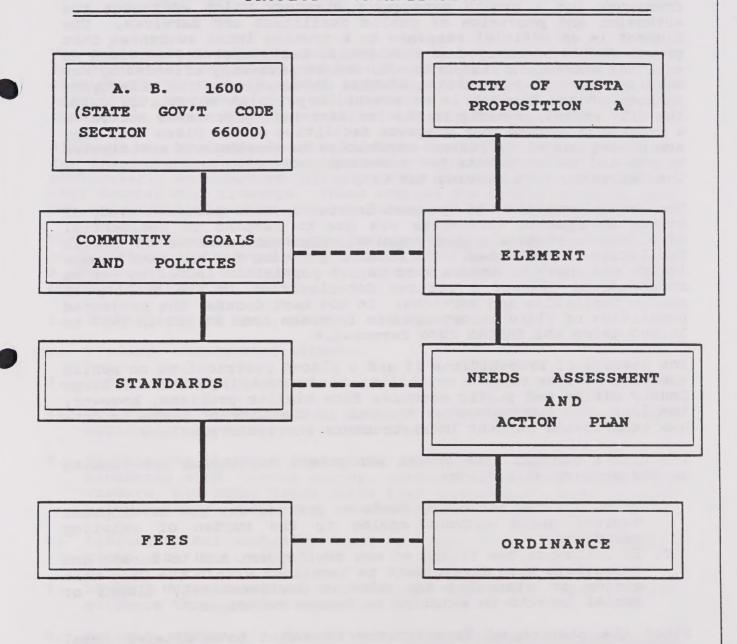
The organizational structure of the Element is represented on the following chart.

The project is comprised of two basic components: the actual Element itself is a policy document containing community goals and policies which flow from the direction set by the City's Proposition "A" and State mandated AB 1600 (State Government Code 66000); the Needs Assessment and Action Plan sets Public Facility Standards and sets forth implementation strategies designed to address current and future infrastructure needs based on those standards.

Lastly, the Ordinance sets forth development impact fees necessary to meet future infrastructure needs.

This structure is designed to respond to dual City and State mandated public facility policy directives in a legally defensible manner. It is also designed to provide flexibility for future modification by elected officials as funding sources, standards or fees evolve.

COMMUNITY FACILLITIES ELEMENT PROJECT ORGANIZATION



SECTION II

BACKGROUND:

The Public Facilities Element of the General Plan provides a framework for a growth management strategy which addresses the extension and provision of public facilities and services. The Element is an official response to a growing local awareness that growth should be managed so that public facilities and services to existing and future residents will not be adversely affected by new development. In recognition of this circumstance, the underlying purpose of the Element is to establish policies which will guide the City officials early in the decision-making process; set forth a program to ensure that adequate facilities are in place when they are needed and of sufficient capacities to accommodate anticipated growth and to coordinate the planning, extension and provision of the infrastructure serving the City.

The central question in the past decade that has promoted study of growth management strategies was how to respond to residential development proposals and population growth effects on public facilities and services. The broader question for the next decade is how and where to ensure that future population increases can be accommodated without a serious deterioration in the quality of public facilities and services. In the next decade, the projected population of Vista is expected to increase from 50,000 in 1987 to 78,000 using the SANDAG 2000 forecast.*

The passage of Propositions 13 and 4 placed restrictions on public agencies revenue raising capabilities. Surrounding North San Diego County cities and public agencies face similar problems, however, the lack of a Redevelopment Program in the City of Vista to date has exacerbated current infrastructure shortfall problems.

The City's concern with growth management strategies has focused on two primary objectives:

- 1. To secure the necessary funds to provide for new development capital needs without adding to the burden of existing residents.
- 2. To influence the timing of new development and to direct and coordinate that development to locations within the City that avoids or minimizes any adverse environmental, fiscal or social impacts to existing or future residents.

Since the passage of Propositions 13 and 4 have altered local government financing in California, growth management strategies are more necessary than before to achieve these objectives. This Element, therefore, includes policies to assure that public facility standards for development approval are high enough to produce a quality environment and realistic enough to assure that the economic vitality of the City is not diminished.

* The "series six forecasts" through the year 2000 have recently been updated through 2010. These "series seven" figures are only slightly higher.

SECTION III

RELATIONSHIP TO OTHER GENERAL PLAN ELEMENTS

The California Government Code requires that General Plans contain an integrated, internally consistent set of policies. When any one element is revised or added, especially when new policies and priorities proposed, the other elements must be reviewed and updated to ensure that internal consistency be maintained.

Although the Community Facilities Element will provide a framework for the City's growth management strategy, the Element's use is particularly dependent on infrastructure planning and certain other City General Plan Elements. These include the City's existing Land Use and Circulation Elements and Community Identity Element.

The City's existing <u>Community Identity Element</u> indicates that the preservation of the semi-rural character of the Vista community is a desire of the citizens. Components of the Vista semi-rural community character include:

- 1. Impressions of open, natural and spacious land.
- 2. Winding, uncongested streets.
- 3. Quiet, peaceful background.
- 4. Residential developments that do not conflict with light agricultural uses.
- 5. Minimize development impacts on rural uses, such as avocados, macadamia nuts, citrus groves, cactus, strawberry, commercial flowers, and other truck crops that harmoniously coexist with a low-density, semi-rural character.
- 6. Limited animal husbandry, such as horse boarding on sufficient size lots.
- 7. Natural water courses and background hillsides, and visible evidence throughout the community.
- 8. Natural ridge lines, native or quasi-native, and vegetation portraying a secluded, low-key setting conducive to client natural surroundings.
- 9. Protection and enhancement of the traditional Spanish rancho theme, which has been a positive attribute to the region for many years.

Thus, the decision to widen the streets or provide adequate drainage facilities must not only include an analysis of fees and technical engineering criteria, but must also be balanced against

the desire of the community to retain the above noted semi-rural character. The challenge is then to find mechanisms to achieve the optimum potential build-out for Vista while providing for the necessary infrastructure improvements and at the same time maintaining and enhancing the semi-rural community character.

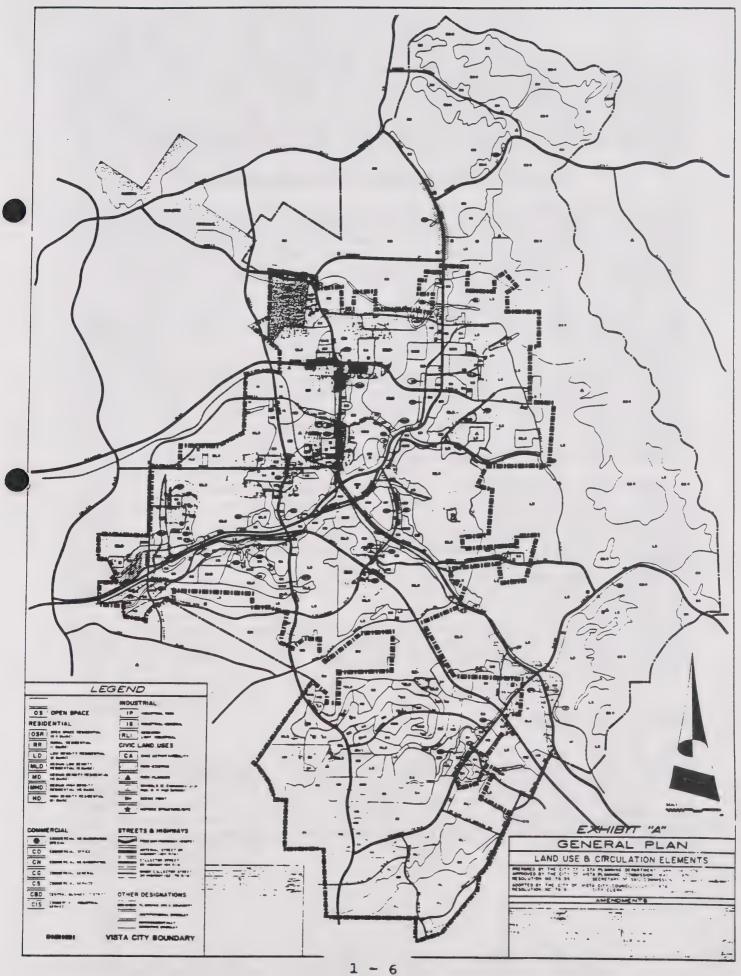
LAND USE ELEMENT

The Planning Area, as shown on the Land Use Circulation Element map on the following page, contains approximately 22,000 acres of land with nearly 81 percent devoted to residential land uses and the remainder dedicated to uses other than residential including commercial, industrial, civic, and open spaces.

Areas which have seen the most development since the City's 1976 Land Use Element was adopted typically lie on the outskirts surrounding Vista. South Vista and the Shadowridge development increased the size and population of the incorporated area of the City since 1976, and through its development increased the street network and housing supply of the City. Also in this area is the Sycamore industrial park area which increased the industrial acreage of the city and its employment base. Areas East Vista Way, and North Santa Fe, residential and commercial development has occurred in recent years which has increased the traffic and caused the need for infrastructure improvements in these areas.

The present acreage count by land use category was completed as part of the City's 1987, Land Use Element Study and can be found in the table on pp.1. Open Space occupies 4.7 percent of the total land area which typically conforms to the mountainous areas to the east and the riparian areas. Residential land uses account for 80.8 percent of the total land area while commercial and industrial land areas such as Civic Activities and Parks, account for the remaining 1.4 percent of the land.

Distribution of these land uses generally has the more intense residential uses in and around the inner core or downtown area, with residential uses having lower densities located further out toward the boundaries of the Planning Area. Commercial uses, on the other hand, are generally found as strip development along the major corridors such as North Santa Fe, East Vista Way, and South Santa Fe. The downtown area of the City is a commercial center of an older "main street" variety. Uses found in these areas are commercial retail, office, ad light service activities. clusters of commercial sites are located adjacent to freeway access. Industrial activities in and around the City can be found in the older industrial area along Olive Avenue near downtown, along South Santa Fe outside of the present southeast boundary of the City and the new industrial complex in the form of a planned business park along Sycamore in the southern portion of the Planning Area. An older, but newly developed industrial area can also be found along North Melrose near the northwestern boundary with Oceanside near North Avenue. Dispersed throughout the City are Civic Activities such as schools, city buildings, and storage vards.



A vacant land survey was completed as part of the City's 1987 Land Use Element study based on assessor's parcel information, aerial photo interpretation and field checks. The result of this survey indicated that approximately 4,898 acres of the Planning Area are currently vacant. The vacant land is primarily found as small parcels among the developed areas and the outlying hillside areas.

BUILDOUT POTENTIAL AND POPULATION FORECASTS

The buildout potential for the Vista Planning area refers to the estimated total number of dwelling units and population that would exist at the time all land in the Planning Area is completely developed. Although there is no time limit associated with this estimate, it is based on eventual full development as shown on the General Plan Land Use Map.

The actual density of development within each land use category will affect the ultimate buildout of the Planning Area. Therefore, a range of possible densities was used for each residential designation to reflect a low, medium and high yield at buildout as shown in the table on p.1. These estimates used SANDAG's year 2000 average per capita household size of 2.46 persons, which could change if population characteristics alter within the region. Since the buildout calculations were based on the gross acreage within each land use category, any change in residential designations may affect the ultimate buildout.

According to the 1987 Draft Land Use Element, since each category defines the base density of zero, a low value was chosen to represent the bottom of the developable density range. These figures could conceivably represent the lowest density within each category but may vary considerably. The medium value is the given density yield considered most likely to occur within a given category after variables such as streets and easements, open space and slope areas are factored out of the density calculation. The medium value is the one which is considered to represent the realistic density potential of the land use designation. The maximum density yield value represents the maximum yield that could ever be permitted within the category. This figure does not represent a realistic density, but is calculated to display the variation in density yields.

CIRCULATION ELEMENT

This Element depicts the major transportation routes, transfer points and location of scenic corridors. It also recommends policies related to circulation throughout the city. It was adopted in 1976 but has not been comprehensively updated since that time. The Needs Assessment of the Community Facilities Element has analyzed current and future circulation needs through ultimate buildout.



LAND USE	UNINC. AREA	OTAL ACR INCORP. AREA	EAGE PLANN'G AREA	% OF TOT.		PORATED ACREAGE OF TOTAL	VACANT	ORATED ACREAGE OF TOTAL		AL VACANT	ACREAGE % CATEGORY VACANT
OS SR RR LD MLD MD MD MHD HD	212 3,330 3,310 2,973 410 36 13 20	831 124 481 1,687 2,463 1,598 612 583	1,043 3,454 3,791 4,660 2,873 1,634 625 603	4.7 15.7 17.3 21.2 13.1 7.4 2.8 2.7	1,352 701 843 64 0	0.0% 45.1% 23.4% 28.1% 2.1% 0.0% 0.0% 0.0%	0 0 109 474 161 31 23 310	0.0% 0.0% 5.7% 24.9% 8.5% 1.6% 1.2% 16.3%	0 1,352 810 1,317 225 31 23 310	0.0% 27.6% 16.5% 26.9% 4.6% 0.6% 0.5% 6.3%	0.0% 39.1% 21.4% 28.3% 7.8% 1.9% 3.7% 51.4%
CO CN CG CS CBD CIS	0 33 34 10 0 3	73 369 815 38 64 29	73 402 849 48 64 32	0.3 1.8 3.9 0.2 0.3 0.1	0 5 12 1 0 0	0.0% 0.2% 0.4% .0% 0.0% 0.0%	17 148 135 5 17	0.9% 7.8% 7.1% 0.3% 0.9% 0.0%	17 153 147 6 17	0.3% 3.1% 3.0% 0.1% 0.3% 0.0%	23.3% 38.1% 17.3% 11.7% 26.6% 0.0%
IP IG RLI	102 6 80	104 506 508	206 512 588	0.9 2.3 2.7	17 1 0	0.6% .0% 0.0%	118 27 328	6.2% 1.4% 17.2%	135 28 328	2.8% 0.6% 6.7%	65.5% 5.4% 55.8%
CA	0	188	188	0.9	0	0.0%	0	0.0%	0	0.0%	0.0%
PARK PARK/PLAN	0	299 28	299 28	1.4	0	0.0%	0	0.0%	0	0.0% 0.0%	0.0%
TOTAL	10,572	11,400	21,972	100	2,995	100.0%	1,903	100.0%	4,898	100.0%	

SOURCE: CITY OF VISTA LAND USE ELEMENT. 1987, The Lightfoot Planning Group CITY OF VISTA COMMUNITY FACILITIES ELEMENT, Draft, 1987, BHA, Inc.

TABLE 2
VISTA BUILDOUT POTENTIAL

Land Use Designation	Gross Acres	Density Range	Atelq	D.U.s at Buildout	Population at Buildout
Open Space	3,454	Low	0.10	345	850
Residential	5,454	Hed	0.20	691	1,699
Veer Reuring		Hax	0.40	1,382	3,399
•		***************************************		-,	0,077
Rurel Reald.	3,791	Low	0.25	948	2,331
		Ned	0.50	1,896	4,663
		Nex	1.00	3,791	9,326
Low Density	4,660	Low	0.75	3,495	8.598
		Ned	1.25	5,825	14.330
•		Nax	2.00	9,320	22.927
Medium Low	. 2,873	Low	1.50	4,310	10,601
ensity	•	Ked	2.50	7,183	17,669
		Max	5.00	14,365	35.338
	~~~~~~~	*********			~~~~~~~~~~~
Hedium	1,634	Low	4.00	6,536	16,079
Density		Hed	6.50	10,621	26,128
	•	Hax	10.00	16,340	40,196
Medium High	625	Low	8.00	5,000	12.300
Density		Med	10.00	6,250	15.375
		Max	15.00	9,375	23.063
W. a. Dana Jan					
High Density	603	Lou	13.00	7.839	19.284
		Med	16.00	9,648	23,734
		Hax	21.00	12,663	31.151
BUILDOUT	TOTALE				************
BUILDOUI	TOTALS				
Population				at Bulldout	
Population				tions with t	
Low	70,043			year 2000 Pe	•
Medium	· · · · · · · · · · · · · · · · · · ·			size of 2.46	•
	103,597		Source: SA	KDAG	
Hax.	165,400				
	*****		SOURCE:		
Dwelling	Unita			ghtfoot Plan	ning Crown
				yncroot Fian	ming droup
Low	28.473				
Hedium	42,113				
Max	67,236		JANUARY 27	. 1987	
*********	******			,	



## City of Vista

**PART TWO** 

### SUMMARY FACILITIES SURVEY

### PART TWO

### SUMMARY FACILITIES SURVEY

The survey of existing facilities located within the City of Vista and the Vista Planning Area was compiled through personal contacts with representatives of City departments, County agencies, and the school districts. The city facilities surveyed include the City Hall facilities, fire service facilities, parks and recreation facilities, and liquid waste collection and treatment facilities. Representatives of the Vista Unified School District were contacted in order to provide an overview of school needs within the community, and County Departments, which provide local services within the community, were contacted.

The County agencies surveyed include: San Diego County Sheriff's Department for law enforcement services; San Diego County Library, which provides the County library services within the community; County Animal Control, County Department of Social Services, County Probation, and County Health Services.

During the process of preparing the survey of existing facilities and services, the consultants met with City staff in order to identify existing community standards for public facilities and to utilize the staff's knowledge of their community in order to develop standards where none existed and which were consistent with this community's needs. Once the standards were identified, the actual assessment of the public facility needs of the community of Vista were started.

### Civic Buildings

The City administrative facilities, better known as City Hall, are most obviously too small for the present City staff. In talking with a facility planner who has done the facility plans for surrounding cities, we were able to establish a present need for approximately 45,000 gross square feet for the Vista Civic Center, and to project the future needs as the population grows.

The City Corporation Yard and Public Works support facilities located at 1165 Taylor Street, are in good shape and the Public Works director concludes that it presently meets the City's needs and, if properly maintained, will continue to meet the City's needs.

### Fire Service

The Fire Department has been concerned for some time about service to the southern portion of the city and to the eastern portion of the Fire District. Present Station No. 2 is old and is in need of replacement. In addition to this, Fire Station No. 4 has been planned and committed to the Shadowridge area. The construction of this new fire station will make a significant change in the response times for the Department. They have noted

that response time is their primary concern with a 9- to 12-minute response from Station No. 2 to the present Shadowridge area. In addition, Station No. 1 calls are steadily increasing. The relocation of Station No. 2 will reduce the impact on Station No. 1 and hopefully eliminate the need for a second engine company at Station No. 1.

The Department recommends that new development should build in fire prevention at the time of construction. For example, residential and small commercial (now not required) fire sprinkler systems, though increasing the cost of construction, also mitigate the Fire Suppression Company Response Standards. This lessens the need for additional personnel.

One concern which the Department must face is the fact that the combined District and City boundaries approach 38 square miles only 18 of which are in the City. At the present time, the unincorporated portion of the Fire District does not have developer fees, therefore, it is having to maintain its portion of the cost from its normal funds. The Fire District Board of Directors is presently beginning to examine this concern. Changes this past year in State law have taken the power to levy development impact fees from the District Board and given it to the County Board of Supervisors.

### Parks

The Parks and Recreation system within the City is in excellent condition. Considerable time is spent in the master planning of facilities and determining the City's needs. By taking the existing information generated in the previous General Plan along with documents that have been prepared by the City Community Services Director and staff, we were able to develop facility standards and project on the Facilities Matrix (found in the Needs Assessment) the requirements for the City to a population of 110,000. The greatest obstacle which the City will have to overcome in future planning of Parks and Recreation facilities will not just be the capital requirements, but operation and maintenance. The staff identified City owned property which has already been set aside for Parks and Recreation facilities; however, because the City's annual operating budget does not yet have the capacity to provide funds for the maintenance of these facilities, they have not been developed.

### Traffic and Circulation

This 150-mile infrastructure system is perhaps the most critical of all to the future of Vista. The system includes freeways, arterials, collectors, and local streets. Much of this system is presently at capacity in terms of levels of service. Build-out to a population of 80,000 is possible but extensive circulation system improvements are necessary. While the recent passage of Proposition "A" (San Diego Transportation Improvement Program,

one-half of one percent sales tax) will generate some funds for freeway and local roadway improvements, additional revenues will be required for improvements as well as long-term operation and maintenance. Acceptable levels of service may still not be obtainable without the loss of certain semi-rural characteristics.

### Drainage

Due to improvements recently made in the Corps of Engineers standards for drainage, a number of the drainage facilities within the City have been identified as not meeting current needs. The review of over 300 drainage facilities by the Consulting Engineer indicated there are approximately 60 facilities which will need upgrading by the time the City is fully built-out. The Master Drainage Plan needs updating to reflect this information as well as revised environmental considerations derived from the Buena Vista Creek Enhancement Plan.

### Sewer System

The City provides sewer service to the majority of the residents of the general planning area. Some of the area, including southern portions of the city, is served by Buena Sanitation District, and Rainbow Municipal Water District serves portions of the county unincorporated territory in the northern area. The City's collection system contains approximately 160 miles of sewer and is generally in good condition; however, portions, particularly the downtown area, are approaching 50 years of age; though still in good condition, they may be approaching capacity. The impact of redevelopment of downtown will make an engineering study essential. The engineer's review of the reserves and adequacy of connection fees indicate that they should meet the needs of the capital replacement program if indexed to increase with the costs of construction.

The analysis of the sewer service fee (shown in Table 3, pp.1-82 of the Needs Assessment) indicates that the service charge and depreciation charge are not keeping pace with costs of operation. These fees are levied by the above noted special districts, and thus, were not a part of the impact fees analyzed as part of this Element.

### Water Service

Water service within the City of Vista, is provided by the Vista Irrigation District, the San Marcos County Water District, and the Rainbow Municipal Water District. The Engineer's report(found in the Needs Assessment) provides the detail of his examination indicating that the system can handle additional growth without strain. These fees are levied by the above noted special districts, and thus, were not a part of the impact fees analyzed as a part of this Element.

### Schools

In meetings with School District officials, it was learned that the next four out of five schools to be built within the Vista Unified School District will be built in the City of Oceanside where the majority of the District's growth is taking place. The District's total area is 39 square miles with approximately 23 percent in the City of Oceanside, 57 percent in the City of Vista, about 19 percent in unincorporated territory, and approximately 1 percent in the City of San Marcos.

The District is faced with overcrowded classrooms and, unfortunately, the developer fees which they are able to collect do not provide for the construction of permanent facilities, but only for temporary facilities. They are dependent upon the State of California, which has not included sufficient funds within the State budget to provide for the construction of new schools. This is a matter which should be addressed between the School District and the City of Vista in order to help ensure adequate educational facilities for the students of Vista. The School District sets its own fees, and thus, they were not analyzed as a part of this Element.

### Libraries

Library services within the City of Vista are presently provided by the County Library System through its 4,000 square foot branch library. The County is planning a replacement facility which will be 27,500 square feet. Vista may participate in funding through a redevelopment agreement.



# City of Vista

### **PART THREE**

### **GOALS AND POLICIES**

### PART THREE

### GOALS AND POLICIES

### GOALS

The goals of the Community Facilities Element shall be:

- To ensure that capital public facility and service needs required to accommodate future growth are provided without unduly adding to the burden borne by the taxpayers and that the facilities built will directly benefit the new residents.
- To ensure that adequate public facilities are provided in a timely manner so that residents, businesses and other places of employment in existing and developing areas are adequately served with improved public access, parks, schools, water, sewer, fire protection service and other public services concurrent with or in anticipation of need.
- To manage the City's fiscal and physical resources and growth so that the demand for new public capital facilities and services does not adversely affect the existing or future residents.
- To manage the City's growth to avoid the potential problems associated with the on-going maintenance and operational expenditure and the reduced fiscal capability to improve public services.
- To provide incentives for development projects providing for capital facilities and services to new and old residents for the least costs and increased service efficiency.
- To allow for or establish the capital facility financing mechanisms that include, but are not limited to:
  - Development Impact Fees.
  - Multi- or single-purpose improvement Assessment Districts.
  - Non-profit public benefit corporations
  - Redevelopment Agencies.
  - Development Agreements.
  - Proposition A Transportation Funds.
  - Grants.

### POLICIES

The public health and safety and the general welfare of the community require the following policies:

- A. Development, redevelopment or rezoning proposals shall be consistent with a master public facilities development plan for the general area which has been reviewed by the Planning Commission and adopted by the City Council.
- B. Development plans shall include an implementation section which sets forth in detail, measures which will be taken to ensure that needed public services are provided concurrent with the need generated by the development.
- C. The proponent of a rezoning, development or redevelopment proposal shall present evidence satisfactory to the appropriate body or agency that the required public services will, in fact be provided concurrent with or in anticipation of the need.
- D. Cumulative impacts shall be given strong consideration and mitigation measures shall be included in the conditions of approval. Such impacts include, but are not limited to: road congestion, off-site and on-site improvements, and drainage impacts downstream.
- E. The Community Facilities Element should provide incentives for development in areas that are fully or partially serviced by existing public facilities and designated for urbanized development by the Land Use Element.
- F. The City Council should disapprove a development, redevelopment or rezone proposal which it finds to be inconsistent with the goals and policies of this Element to the extent that it threatens the health, safety, or welfare of the Community.
- G. Previously approved development plans, tentative maps, tentative parcel maps, rezone applications and special use permits should remain valid and are unaffected by the policies contained in the Community Facilities Element with respect to basic services regardless of where the approved project is located. Such projects would, however, carry the responsibility for provision of basic services in accord with the original conditions of approval, as well as for development impact fee schedules in effect at the time building permits are issued. This particular policy would not be effective if such prior approvals are rescinded, revoked, expired or become null and void.
- H. Current infrastructure needs should be met by San Diego Transportation Improvement Program funds (Proposition "A", one-half of one percent sales tax passed on November 3, 1987) Redevelopment Agency Revenues, Grants, Assessment Districts, or other appropriate means.

- I. Future development should completely provide for the infrastructure directly related to it through Development Impact Fees, Grants, Assessment Districts or Developer Agreements.
- J. If a proposed commercial or industrial development of substantial magnitude can demonstrate the ability to significantly mitigate development impacts through improvements to the economic base of the City such as: sales tax, transient occupancy tax, job creation, etc. then impact fees may be reduced by methods to be determined by the City Council.
- K. Assessment Districts may receive Development Impact Fee credit for infrastructure improvements after review on a case by case basis.
- L. A comprehensive fiscal impact review shall be required for both capital improvements and maintenance and operation impacts on any significant annexation. The Council, through subsequent policies, shall determine what constitutes a significant annexation.
- M. Periodically, a thorough review of service levels and standards, particularly in the areas of traffic and drainage, should be undertaken to assure that costs reflect reasonable, appropriate, and acceptable service levels.